

## INTELLIGENCE ANALYSIS IN CORPORATE SECURITY

Located in the survey indicate that the protection of a corporation, its internal and external interest from the perspective of quality data for intelligence analysis and the need for krororacije and corporate security. Furthermore, the results indicate that the application is not only practical knowledge of intelligence analysis, but also its scientific knowledge, provides epistemologically oriented critique of traditional techniques undertaken in corporate security in connection with the analysis of the challenges, risks and threats. On the question of whether it can and should be understood only as a form of corporate espionage, any aspect of such a new concept in the theory and practice of corporate security, competitive intelligence activities, as well as an activity or involves a range of different methods and techniques meaningful and expedient activities to be implemented integrally and continuously within corporate security, given the multiple responses to the work. The privatization of intelligence activities as an irreversible process that was decades ago engulfed the western hemisphere, in the first decade of the third millennium has been accepted in Europe, in the sense that corporations at national and multinational levels of system intelligence analysis used not only for your safety but also for the competition, and nothing and less for growth companies and profits. It has become a resource that helps control their managers in corporations to make timely and appropriate decisions. Research has shown that intelligence analysis in corporate security one factor that brings the diversity of the people and give corporations an advantage not only in time, but much more on the market and product.

**Key words:** intelligence analysis, corporate security, corporation

### 1. Introductory considerations

You might be wondering why this paper begins with a discussion of ,our world'. Simply, it is because we are able to see what needs to happen, to happen or not happen (happen). In other words, we spend so much time dealing with creative daily tasks of security, crisis, business policy, we do not see, what affects our business environment. We do not accept the fact that what is happening in

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the world of the future will have a generally negative effect on our ability to protect the corporation. So, it seems that we always react to events that took place, instead of spending less time on planning for negative events that will affect our ability to protect the corporation, today, tomorrow, in a week for a year or more.

If you talk to some of the security professionals, many will tell you that today's world has become very complicated. Many yearn for the simple days. Days when safety meant a friendly guard at the entrance of the company, which checks the official identification, and if anyone tries to present a physical property which performs a specific duty. Someone had the option of getting out of today's business world and seeking a slower pace, more isolated, perhaps it should be.

We wish for a simpler time, a slower pace, less problems in the world, does not want to realize, actually it depends on one's perspective. Build it, if you do not like the security profession and if you need security profession is not interesting, make room for those who prefer today's challenges. We truly live in exciting times, full of hopes, fears, challenges. The world is changing faster and faster every year. Lately, the world has seen important changes.

Corporations are in business to create a profit. This paper is about the protection of corporate assets that support the ability of corporations to make profit. Although this work-oriented profit corporation, every corporation and government is necessary to actively care, including non-profit corporations. A non-profit corporation whose main goal is to help the poor can not spend funds on the poor if account is constantly growing. Their costs may rise due to the continuous loss of corporate assets (money, equipment, supplies).

Supporting the term Lord Disraeli Benjamin (Benjamin Disraeli)<sup>1</sup>, „the most successful in life are usually the best-informed,” we would say that the criminal intelligence analysis, understood in a narrow vocational-technical and broader theoretical and scientific terms, a necessary element of corporate security to anyone who wants to be most successful could be promptly notified.

Evolution in changing the management of corporate security begins in the middle of the seventh decade of the twentieth century<sup>2</sup>, when it was noted that the then traditional model of technical support<sup>3</sup>, not what you can not follow the rapid explosion of development companies and their activities. Then, intelligence analysis begins to experience the application not only in the investigation of crime, but her knowledge is applied to the security of corporations and their business-interests. As you can see this concept of application intelligence ele-

<sup>1</sup> Disraeli Benjamin: 1st Earl of Beaconsfield, KG, PC, FRS, (21 December 1804 – 19 April 1881) was a British Prime Minister, parliamentarian, Conservative statesman and literary figure. He served in government in four decades, twice as Prime Minister of Great Britain. He played a central role in the creation of the modern Conservative Party after the Corn Laws schism of 1846.

<sup>2</sup> Paris Roland: „Still and Inscrutable Concept”, Security Dialogue 35, 2004, 370-372.

<sup>3</sup> Baylis John: International Security in the Post-Cold War Era, in John Baylis and Steve Smith (eds), The Globalization of World Politics, Oxford, Oxford University Press.1997, 45.

ment in corporate security, there is a long history.<sup>4</sup> First began to be applied in large companies based in developed economies, but its application in the last decade of the twentieth century and the first decade of the third millennium, began to spread not only the physical and technical protection of a corporation, but more on corporate security<sup>5</sup>, which is significantly broader aspect.

Bearing in mind the rapid and radical changes in the perception of security in corporations-which is not just technical, physical, there is a growing need for systematic monitoring of the challenges<sup>6</sup>, risks<sup>7</sup> and threats<sup>8</sup> to the corporation itself and beyond in its environment. The work which we investigate the application of intelligence analysis in corporate security is a desire for a new way of looking at the modern approach to corporate security. It is the fruit of research for more than a decade in the field of intelligence analysis and its applications, not only in the investigation *sopljnjih* (outside the country) and internal activities, but also in corporate security.

When fully applied, the global information network will be a vast network of which will be made up of a lot of networks. This network will lead our factory-wise, our financial transactions, organize our work, increase our productivity, to teach us and our children, will provide assistance to doctors and hospitals, to connect us with family and friends wherever you are in the world, at least to us party and perform a host of other services that are not currently designed. In other words, it is the heart of our personal and corporate non-physical world, also supports a number of our processes in the physical world. If you look at the current possibilities of intelligence analysis as a form that can provide more information in the contemplative stage of its occurrence, then self-closing doors and you are doomed to failure. Someone will use any means at their disposal, including theft and endangering valuable corporate assets, to gain a competitive advantage in the market, and many do so informally with the help of their government. Someone once said „the more things change, the more will remain unchanged.” This is certainly true in our current environment. Not much has changed over the years, when it comes to the basic instincts of human beings, what we want out of life, our desire for personal freedom, but in the business world is, tremendously.

The structure of these investigations is being realized in several parts. First, to explore the roots of origin of intelligence analysis in corporate security and

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<sup>4</sup> Williams Paul: *Realism. Security Studies: An Introduction*, New York, Routledge, 2008, 42.

<sup>5</sup> William Paul: *The Routledge Handbook of Security Studies*. New York, Routledge, Rousseau, D. L. (2010). *Liberalism*. M. D. Caverty and V. Mauer. New York, Routledge, Navari, C.: *Liberalism. Security Studies: An Introduction*. 2010, 31.

<sup>6</sup> The challenge is a factor that can izove risk in itself carries it. It may be human, force majeure, uncontrolled, etc. ....

<sup>7</sup> The risk is a possible event which could cause a loss ....

<sup>8</sup> The threat is a method of running the risk event that is dangerous ...

its application. In the second part, the author explores the encounter of this scientific discipline and corporate security. Furthermore, the direction research is moving towards the area of partnerships and the current state of safety is applied in the corporate world, and perspectives that are clearly visible in the foreign literature, as well as its implementation in corporate security. At the end of the paper we give definition of intelligence analysis in corporate security.

## 2. Safety-some theoretical aspects of the concept

The science of safety in the world, established a few decades ago, but following the demands of reality, overcome the first initial approach, to talk about it or teach in the military or police schools, but has become an unavoidable topic of the first specialized institutes, and now the many colleges and universities.<sup>9</sup> In thinking about the security of the corporate world that it still made „we will start from the traditional paradigm of security that is related to its early history in a realistic concept of security in which the reference object of security is the state. Hence the prevalence of this theorem peaked during the Cold War. In this sense, stability rested and rested not the premise if the national security, then the security of citizens will necessarily follow.<sup>10</sup> Some of known authors such as: Walter Lippmann, „considers security as a country’s ability to protect its core values.”<sup>11</sup> Another author, David Baldwin, said: „to implement security sometimes requires the sacrifice of other values.”<sup>12</sup> While Richard Ullman believes that „security vulnerability reduction.”<sup>13</sup> Arnold Wolfers theorist, argues that „security is generally a normative concept”, stating further „in the same way that people are different in reading and identifying hazards and threats, Wolfers argues that different people have different expectations of security.”<sup>14</sup> He further notes, „not only is there a difference between refraining from the threat, different people have different levels of coping with threats due to its unique geographic, economic, environmental and political environments.” The renowned scientist in the field of security, Barry Buzan says, „you do not see the concept of security, even as the power of a peace, but something in between”.<sup>15</sup> The same

<sup>9</sup> Rothschild Emma: “What is Security.” *Dædalus* 124 (3), 1995, 53-98.

<sup>10</sup> Schneier, Bruce, *Fear, Beyond: Thinking Sensibly about Security in an Uncertain World*, Copernicus Books, 2006, 26-27.

<sup>11</sup> Dumbrell John: *U. S. Foreign Policy*. Hamish Hamilton, London 1944, 31.

<sup>12</sup> Baldwin David: “The concept of Security.” *Review of International studies*, 1997, 23: 26 (24).

<sup>13</sup> Ullman H. Rishard: “Redefining Security.” *International Security* 8(1), 1983, 129-153, (142).

<sup>14</sup> Wolfers Arnold: *National Security as an Ambiguous Symbol*. *Political Science Quarterly* 67(4), 1952, 481-502 (494).

<sup>15</sup> Buzan Barry: *Societal Security, the State and Internationalization*, in Waeber, O. Et. Al.: *Identity, Migration, and the New Security Agenda in Europe*, Pinter, London 1993, 57.

author goes on to explain that „reducing the contradictions between state and societal security is a prerequisite for successful security policy”.<sup>16</sup> „Thus, the key to achieving, maintaining and improving safety at any level and any object security were, consequently, in the hands of the state”.<sup>17</sup>

In addition to these approaches in theory be able to give an analytical approach, pointing to security<sup>18</sup> as a condition is the degree of resistance or protection.<sup>19</sup> This applies to any level of vulnerability, such as the face, place of residence, community, nation or organization. Establishing or maintaining the level of safety is aim, structure and process, called security. Furthermore, for an important segment of our research is to understand one common terms in the theory of security, known as a „security policy”, according to which one approaches could be referred to as-definition of what it means to be secure in the system, corporation or other entity. For corporations, it deals with constraints on the behavior of its members, as well as the limitations imposed mechanisms (meaning technical) as well as doors, locks, keys and the like.<sup>20</sup> For systems, the security policy is concerned with limitations of the tool and the flow between them. Constraints on access to external systems including programs and access to corporate (bodies) under certain conditions, the most common normative.<sup>21</sup>

### 3. Corporate-term safety and function of the theory

According to the current theory of corporate security security identifies and effectively mitigates or manages, in the early (all stages) stage, all events that could threaten the sustainability and the continued existence of the corporation. It is a corporate function that oversees, manages and closely coordinate all functions of the company which deals with security, continuity and security.<sup>22</sup> Globalization has changed the structure and dynamics of corporate life. Satu-

<sup>16</sup> Buzan Barry: *ibid*, 59.

<sup>17</sup> Collins Michael: *Security in International Politics: Traditional Approaches*. Contemporary Security Studies. A. Collins. New York, Oxford University Press, 2007, 34.

<sup>18</sup> *The Oxford Handbook of International Relations*. Oxford University Press, 2008, 137.

<sup>19</sup> Nayef Rodhan, et. al.: *The Five Dimensions of Global Security: Proposal for a Multi-sum Security Principle*, LIT, 2007, 123.

<sup>20</sup> Abramovitz Mimi: *Unnatural Disasters*. Worldwatch, Washington: Worldwatch Institute, a brief and critical survey human-induced natural disasters, in Barnett, Jon.: *The Meaning of Environmental Security. Ecological Politics and Policy in the New Security Era* (London – New York: Zed). Key study on the development of the debate and the concept of environmental security, 2001.

<sup>21</sup> Beck Ulrich: *Risk Society*. English translation of the book *Risikogesellschaft* published in 1986 in German by the noted contemporary German sociologist, London: Sage, 1999, 199.

<sup>22</sup> Briggs Rachel, Edwards Charlie: *The Business of Resilience Corporate security for the 21st century*, 2006, 14.

ration of traditional markets is taking companies to more risky places-shift to a new ,place'<sup>23</sup> in the business world, new business practices, such as offshore, the challenges companies to manage remotely and new forms of accountability, such as corporate governance and corporate social responsibility, perform additional pressure on the company to suit the works, wherever they do business.

At the same time, security challenges and risks have become more complex.<sup>24</sup> Many of the threats<sup>25</sup>, such as terrorism, organized crime and security information, are asymmetric and networked, which makes it difficult to control the corporations / companies. We would say, there is a need for greater respect for the interdependence between the company and the risk of the portfolio and the way it operates. Certain types of behavior can enhance or undermine the companies ,license to operate'<sup>26</sup>, and in some cases it may generate risks that would not otherwise exist. Consequently, korporativna security has a higher profile in the corporate world today, but it was evident thirty or five years. needs of the company for new views of the portfolio and the need for changing the mode of governance challenges, risks and threats, it is necessary to work out and go in the direction of that activity korporativne security<sup>27</sup> include shared responsibility for such things as: the reputation, corporate governance, regulation and corporate social responsibility.

For many years the dominant view in the security theory and professional practice in corporate security was to look through the viewfinder of corporate security. He is grounded in ,defensive'<sup>28</sup> approach, focusing on the physical and technical protection of the corporation (sometimes from the outside, and sometimes inside and outside) with visual loss prevention, preemption, and participation in the activities of the company. Correct in theory suggests that security was

<sup>23</sup> Gartzke Erik: 'Economic Freedom and Peace' in *Economic Freedom of the World, Annual Report*, 2005, 29-44.

<sup>24</sup> Smith Keith: *Environmental Hazards. Assessing Risk and Reducing Disaster*, 3rded. London – New York: Routledge. Key study on environmental hazards and associated risks and efforts to reduce Disasters, 2001, 56.

<sup>25</sup> Simić R. Dragan: *Nauka o bezbednosti, Službeni glasnik, Fakultet političkih nauka*, 2002, 53.

<sup>26</sup> Birkmann Jörn: "The Need for Rethinking the Concepts of Vulnerability and Risk from a Holistic Perspective: A Necessary Review and Criticism for Effective Risk Management", in: Bankoff, Gerg; Frerks, Georg; Hilhorst, Dorothea (Eds.): *Mapping Vulnerability. Disasters, Development & People* (London – Sterling, Va.:Earthscan). One of several chapters focusing on a conceptual mapping of vulnerability and risks in hazards and disasters, 2004, 37, 51.

<sup>27</sup> Buzan Barry: *People, States & Fear*. Colchester, ECPR, 2007.

<sup>28</sup> Buzen Barry, et al.: *Security: A new frame work for Analysis*. Boulder, CO, (1998) Lynne Rienner Publishers.; Doty, P., A. Carnesale, et al. (1976). "Foreword." *International Security* 1(1), 1998, 23.

seen as the ‚sentinel at the door’.<sup>29</sup> Shares of traditional corporate security could be noted in physical stores ‚stop’ employees at the exit, entrance or during labor interfering with them to do their job, rather than facilitating the business of the corporation works more efficiently.

There are many reasons for the traditional view of corporate security companies, why personnel for safety control draw or hiring managers from the security police and the army.<sup>30</sup> These are people with intensive training in the practice of security and protection, have practical experience, which are rarely available elsewhere. At the other end of the A methodological and the other approach to security theory is of the view that corporate security as a complex institute of corporate security, there are several reasons for employment of staff, for greater diversity within the corporate security features: a) increasing the security issues that burden the corporation are of strategic importance; b) specific types of corporations require a special approach to the management and leadership, which is in contrast to traditional models of security which are abstracted from the police or armed forces; c) the traditional security skills are associated with access where security is seen as a „dis-Enabler” business<sup>31</sup>; d) corporate security functions needed are experts / officials who are willing to Developing a rule, innovation and thinking outside the related professions, such as police and army. In theory, corporate security suggests that traditionalists with ‚too much’ experience in traditional police and military security practices, can inhibit employees from making innovative responses to security incidents. It is believed in the theory that they need employees who are willing to push the boundaries, and constantly challenging the way in which corporate security work, providing solutions that contribute; e) all of the theory of corporate security feels a need for recognition of the value of ‚human element’. According to scientists in the field of security, many experts in corporate security are usually trained in resolving security incidents and emergency situations in a way that does not take into account the human dynamics in these situations, including the impact of emotions and perceptions of fear on people’s behavior;<sup>32</sup> f) outlook prevalent in security theory suggests that emotional intelligence is critical to corporate of Security, not just the human element of security as a routine management with an emphasis on knowledge of technical security skills, stating that this is one of the watershed between the modern understanding of corporate security and its diversity not only of scientific theory, but also essential and practical than traditional corporate security; g)

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<sup>29</sup> Brauch Hans Ginter et. al.: *Security and Environment in the Mediterranean. Conceptualising Security and Environmental Conflicts*. Berlin-Heidelberg, Germany: Springer, 2005, 1003-1089.

<sup>30</sup> Owen Taylor: *Challenges and opportunities for defining and measuring human security*, Human Rights, Human Security and Disarmament, Disarmament Forum. 3, 2004, 15-24 (19).

<sup>31</sup> Briggs Rachel, Edwards Charlie, 18.

<sup>32</sup> Briggs Rachel, Edwards Charlie, 25.

Corporate security is in addition to security and other no less important role or function, to align with business corporations which delivers a range of security, saying that this is a very significant difference to which it points when it comes to corporate and corporate security. Another crucial difference that is visible between corporate security and corporate lies in the fact that corporate security managers must understand the business and how they contribute to these goals.

Here we from the point of view of this study indicated some elements that might be called the basic elements of corporate security, such as: a) personal safety; b) physical security; c) information security; d) corporate governance; e) compliance and ethics; f) programs of crime prevention and detection of fraud; g) deterrence; i) investigation; j) risk management; k) business continuity; l) planning; m) management of environmental, health and safety, and many others ...

#### 4. Intelligence analysis of corporate-development

Exploring the roots of occurrence of these events, our research goes back to the early twentieth century, when the discipline was introduced in corporate security, to be able to understand what is going on in corporations.<sup>33</sup> There was the basis of the analysis, a new phenomenon activities that were then in a new corporation threatened activity, and the hitherto unknown way collecting the profit and invest it later in order to gain even greater financial resources.<sup>34</sup>

Since then, this discipline is treated as a developed MAJOR RESEARCH ie. methodological approach, which is in its infancy at the level of expert-knowledge practices, and later scientific foundation.<sup>35</sup> Therefore, intelligence analysis, with its planned monitoring, scanning and using a number of methods<sup>36</sup> for collecting and analyzing information, imposed as a necessary instrument to function not only of discovering and proving activities that threaten corporate activity, but long before prevention and challenges, risks and threats.

A critical approach to redefining the concept of corporate security is extremely important question of contemporary views on corporate security today and its future. The changing nature of corporate security facilitates identification of intelligence analysis, as well as determining the limits of her research subjects in corporate security. That the issue of determining the precise subject of intelligence analysis in corporate security, set up in our region only a decade ago, not only methodologically but also epistemologically nor ontologically not be under-

<sup>33</sup> Manojlović Dragan: *Kriminalistička analitika*, Fakultet bezbednosti-”Službeni glasnik RS”, Beograd 2008, 6.

<sup>34</sup> The theft of patents and others.

<sup>35</sup> Manojlović Dragan: *Kriminalistička operativa*, BeoSing, Beograd 2010, 158.

<sup>36</sup> Ibid



stood. To corporate security gained and maintained its analytical accuracy (precision), it is essential that its structure is a component of intelligence analysis.

Results in the field has enabled the identification of problems in corporations, nominated her to a much wider range of applications. At the beginning of the eighties of the twentieth century intelligence analysis begins to be subject to the higher education institutions, where are educated cadres not only for police, but also the prosecution, the courts, but now corporations, banks, and many other organs.

## 5. Encounter intelligence analysis and corporate security

When we want to explore the roots of meetings intelligence analysis and corporate security, we notice that it happens when corporations feel the need to recognize the changes that are taking place, in their environment. Identifying these more sensitive than the human eye unrecognizable subtle indicators, which send them to the various participants is needed for their own progress,<sup>37</sup> and we would progress before others, on the one hand, and on the other to protect against possible leakage of ideas, which were used as „know how”.

Former understanding of corporate security threats in the visible factors within the company in physical form, which also had an outside influence, becoming blind to spot the point where it is intersected by not only visible but also the invisible elements of the environment.<sup>38</sup> Because of these invisible but essential factors for the corporation, the business world is facing a very different operating conditions in the market. What is the nature of changes that are not seen, in what direction will they act and how they will affect the activity of the corporation? Precisely, if we look at the complex influences and challenges that come spawned encounter between these disciplines.

Corporate security without permanent changes would not be able to meet the needs of corporations and their jobs. When we talk about the application of intelligence analysis in corporate security, we are talking about constants modern understanding of corporate security.<sup>39</sup> Another aspect that is very important influence on meeting these disciplines is funademntalnost and dramatic changes that are occurring in corporate security. On the other hand, sees the new environment in which corporations operate.<sup>40</sup>

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<sup>37</sup> Alessia D'Amato, Sybil Henderson, Sue Florence: Corporate Social Responsibility and Sustainable Business, Center for Creative Leadership Greensboro, North Carolina 2009, 35.

<sup>38</sup> Gerald L. Jons, et. al.: The Manager's Handbook for Corporate Security, Elsevier Science, 2003, 143.

<sup>39</sup> Hitt. Michael, Ireland Duane, Robert Hoskisson Robert: Strategic Management (*Competitiveness and Globalization*), South-Western College Publishing, Cincinnati, Ohio 2014, 11.

<sup>40</sup> Hitt. Michael, Ireland Duane, Robert Hoskisson Robert, 18.

## 6. The difference between corporate espionage and intelligence analysis

The common denominator that can be recognized in the literature, and which is determined by the difference between corporate espionage<sup>41</sup> and intelligence analysis, is in the way of achieving the goal. While corporate espionage serves mostly illegal means, as long intelligence analysis uses only ethically permissible means, methods and techniques, recognized and accepted in the science and practice. Some differences can be observed, such as the time of emergence. While corporate espionage in its initial form was created and was known at the time of inception of production based on currency,<sup>42</sup> intelligence analysis occurs in modern times, as well as knowledge processing methodology used by the company's management, in order to prevent challenges, risks and threats to the company and their jobs.

Another important feature that distinguishes corporate espionage, the intelligence analysis is the double of regulation of the latter in relation to her sister, as the theory called „invisible sister” or „Sister Darkness,”<sup>43</sup> on the one hand the laws of nation-states, on the other by lower legal documents, and in many countries, and the code of ethical rules. As the sister of corporate espionage are the rules by which realizes its activity.<sup>44</sup>

Furthermore, the theory can also be seen as some others, but also important differences between the two disciplines. Not noticing these differences is the result of ignorance of the subject and the problems of dealing with intelligence analysis. Another very important reason is the lack of clear delineation of the functions of corporate espionage<sup>45</sup> and intelligence analysis in corporate security. Many authors go through a methodological error, the binding function of intelligence analysis for the activity of collecting information, it is certainly a much more comprehensive collection of knowledge, which is just one of the stages in the cycle of intelligence analysis. The literature indicates that the real advantage of the intelligence analysis, in fact, is not based only on information gathering, but the creative, insightful synthesis and analysis of collected information, which translates into the data and the information and analytical information. Furthermore, the crucial value of discipline in corporate security resulting from the synthesis and analysis of information, develop information, and then enrich the information.

<sup>41</sup> Kolodziej Edward: *Security and International Relations*. Cambridge University Press, Cambridge, 2005, 11.

<sup>42</sup> Waltz Kenneth: *Theory of International Politics*. New York, Random House, 1979, 46.

<sup>43</sup> Tadjbakhsh Shahrbanou, Chenoy Anuradha: *Human Security: Concepts and Implications*. New York, Routledge, 2007, 128-129.

<sup>44</sup> McDonald Matt: Constructivism. *Security Studies: an Introduction*. P. D. William. New York, Routledge, 2008, 123.

<sup>45</sup> Economic espionage Act of 1996 [scip.org/libry/8\(3\)eea.pdf](http://scip.org/libry/8(3)eea.pdf)

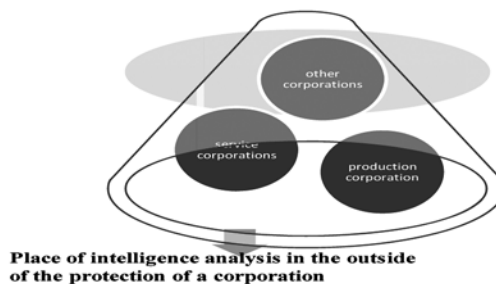
## 7. Rank intelligence analysis in corporate security and corporate

From previous research results in the theoretical field of intelligence disciplines, we can see that it is not only the operational and tactical, but much more strategic importance<sup>46</sup> for corporations and the role of corporate security.

The undoubted coupling is observed not only in the final phase of the intelligence analysis phase of „dissemination”, but in the stage of tasks set by the corporation, corporate security. The connection is even more apparent in the strategic<sup>47</sup> implementation of the results of the analysis of knowledge as to the operations of the corporation. Then see all the usefulness and appropriateness of these intelligence components as elements in the structure of corporate security, the knowledge that now have their IQ, as products of their labor analysis and transformation of analytical information in production now IQ Corporation in its operations and security of its operations and its themselves.

Of the product’s intelligence analysis in corporate security has been set, which in itself means that it can be turned into action then implemented. Of course, the one before the action can and usually cause-specific outcomes of the decision of the corporation that continues to lead to action. Thus, from the foregoing, that the goal of every corporation, to her corporate security is enabled, why not say created, its activities unique and valuable position which may enable her wide range of market activities in the area of its operations, but also in relation to its competitors.

**Figure 1:** Shows the role of intelligence analysis in corporate security as an external structure that provides services to corporations



From exposure to understand that corporations want to achieve different from them. Corporations do not exist in an abstract, undefined space, but in an environment that exists around them. See what direction the environment is

<sup>46</sup> From the literature we can inform the strategy comes from the Greek word “strategos” and translates or means-general or as some translations-generals. Thus, in its initial meaning it is indicating-skill of warfare, with a purpose to certain rules.

<sup>47</sup> Porter E. Michael: What is Strategy, *Harvard Business Review*, 1996, 71.

precisely this desire for variety in it. Adaptability company as a common denominator means in theory, operations associated with the environment in which it exercises its activity. This relationship to determine a way to get to the position and diversity in it, and that the information collected on the basis of their application process to have „products,” which provides that a corporation is the diversity and valorize their success.

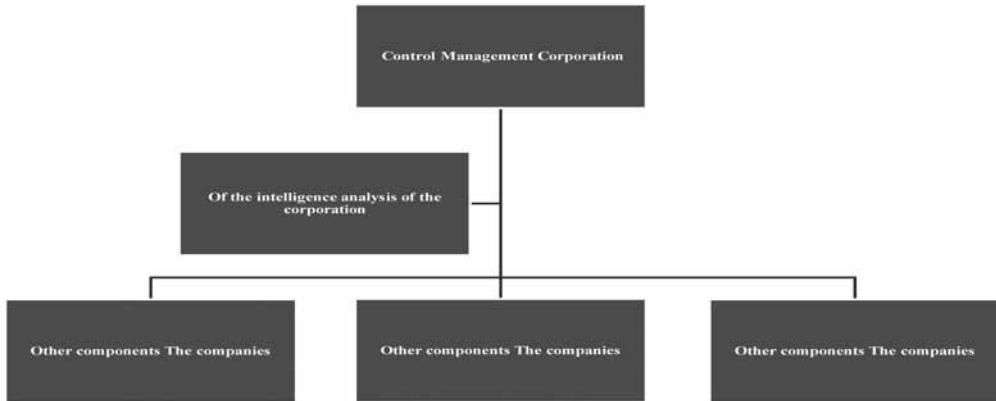
It was necessary from the point of view of research in the work to give the specified know that we now determine the location intelligence analysis in corporate security as exterior elements of security corporation or the corporation itself-ie, when the external, and when the internal.

From the analysis of previously stated views and considerations, we conclude that the creation-establishment of Intelligence Analysis, was to be established in a company that provides security services to external customers (natural persons or corporations), or at the very corporation whose original activity (a function of the market) is not providing security services, is not an easy process, but it is of great importance to the acquisition of knowledge that the corporation are different in the people and their safety.

According to the theory of security, the establishment of intelligence analysis in corporate security is conditional on the one hand, the algorithms business intelligence analysis, on the other hand, the algorithm business corporations, whose structure is established. From the results shown recognize two approaches. The first approach suggests that intelligence analysis establishes the corporation so that it is directly tied to the top of the corporation. Another approach suggests that its units should be established in every part of the corporation that performs a particular segment of work or a job.

As can be understood from the approach set forth in the first component of intelligence analysis is established at the strategic level of the corporation, and the second at the level of certain jobs or tactical (*operational*). Both the approach is common, it is tied to the top of the career management pillars Corporation or its segments. A third approach might be called mixed, indicating that in addition to the strategic level of building intelligence analysis, to enable communication with the lower organizational forms to corporations.

**Figure 2:** Shows the position of the intelligence analysis of the corporation as an integral part



When a component of intelligence analysis establishes the companies that deliver services from a range of corporate security jobs, we can talk about „internal intelligence service” and the „external intelligence service” aspect of the corporations that service users and corporate security product.

The forms in which to organize the structure of intelligence analysis is conditioned as we have presented a section algorithm corporate security. The most common forms are: Office urgent intelligence research; Office for flash intelligence research; Office Intelligence fundamental research. When investigating the levels of the structure according to the survey, the structure are established as follows: Office of the strategic team and office tactical team, problem-office team.

## 8. Perspectives of intelligence analysis in corporate security

Today’s market in a global environment must understand the trends, incidents, changes in the world and their impact on the corporation. Today more than ever, the changes on the other side of the world can cause a crisis in the whole corporation. Perspectives intelligence analysis in corporate security, we began with the testimony of former CIA director William Colby<sup>48</sup>, who is in his presentation of the seventies of the twentieth century, expressed the view that communities thinking of mankind lives in the expansion of corporate security and intelligence activities in it. His views have been followed by many authors in Western theory in the field of security.

This would work for the specified number of elements that suggest the need for expansion and development of these activities outside of the security services

<sup>48</sup> Colby William: *My life in the CIA*, Honorable Men, 1978.

and the police. All countries after World War II were the first to develop security systems and intelligence work at the state level, and at the same time there has been a rapid development of private corporations that need to protect their company, not only physically but also in other ways intelligence. Rapidly developing new technologies whose use is possible in gathering information, and companies want to protect them from uninvited. Leads to rapid development of intelligence work in the private sector; a start-up corporation in order to control security and safety of the increasing number of companies in the market. Intelligence activities in the corporate security becomes a resource for the realization of benefits and profits of its competitors.<sup>49</sup>

Furthermore, the technique of state espionage for the purposes of the corporation either in the public or private property, used in the past, becomes inadequate and outdated. The traditional model of economic espionage in the Cold War there is less applicable to the issue of corporate security requirements and corporations to protect their interests. On the other hand, what the corporations for their security and business needs, intelligence analysis in corporate security, applying his method covers the needs for knowledge: the corporations, the corporations, the business of the corporation, their development, flaws, strengths and intentions, more than ninety-five percent over legitimate sources.<sup>50</sup> All this, based on reasonable investigation that we conducted in this paper.

## 9. Products intelligence analysis of the importance of corporate security

Let's start this part of our study with one of the directions which indicates that the analysis of intelligence products valued over corporate income security as a supplier and corporations as a recipient of services. So, in this way of thinking we see investment approach (*return of investment*).

Another approach that is observed contributes to corporate security by analyzing the effectiveness of the intelligence services delivered. Third, we would say a key contribution to the corporate security, that is, on the basis of product intelligence analysis conducted, regulated, controlled, managed process produces corporate security as a whole or individual phases.

The ultimate goal of intelligence analysis and its fundamental role in Corporate Security implementation and maintenance advantages compared to the same company profiles and suppliers of same products. Thus, the essence of the product of intelligence analysis is not only in a particular method, technique

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<sup>49</sup> Iri.lu.se/pdf/2003-10-pdf u časopisu "Lund Universuty Journal", 1975...

<sup>50</sup> Many officers of criminal intelligence service analysis are either crossed or retirement become members of the corporation for security or just working in the corporate security business. It's almost unimaginable quality analysis of the challenges, risks and threats, not only at the operational and strategic levels, but without these frames.

and tool for precisely the proper selection and application of specific methods, techniques and tools in the corporate security corporation To ensure diversity in the same. That's according to the results of research conducted in this paper, the combination and organization of appropriate intellectual resources and working methodology of intelligence analysis in IQ corporate security product.

## 10. Concluding Remarks

Although the initial intent of the researchers conducting research and writing of this article on the topic of intelligence analysis in corporate security, have been clearly defined and it seemed easy to accomplish, the subject of research during the write operation proved very multifaceted and complex. Research has shown that intelligence analysis implement in corporate security, not a technical issue, but a matter of efficiency and capacity to deliver knowledge and tasks that are required to corporations.

From the results of the study indicate that the belief that plead to corporate security that can survive in the market without a clear structure of intelligence analysis in their midst without its elaborate methods and techniques, is detrimental to the future of corporate security. That would be a boat that wants to sail without navigational equipment.

Competitiveness corporate security market is a key comprehensive variable, which is the resultant set of its activities inside and outside, and is expressed as a product. It is a measure of the result of the success of the corporation that supplied products. Keeping these facts in mind, a key consideration in the study, it can be concluded that the competitiveness of corporate security depends on its IQ, which is measurable and the possibility of quantifying very visible.

Considerations in the work of the place and role of intelligence analysis in corporate security, they had to draw attention to the relevance of the intelligence components as not bypass factor which provides products which corporations may be different in the same.

Proving the impact of intelligence analysis on the efficiency and competitiveness of corporate security, expressed as the possibility of understanding and defining information interfaces IQ that delivers intelligence analysis and its use by the corporate security.

The results suggest that the structure of intelligence analysis without corporate security can not reach and to answer the question: How smart? The answer to this question is the crown can not be imagined without the products of intelligence analysis. Only those corporations in corporate security services are delivered and used the methodology of the intelligence analysis know at all times what the IQ of their products.

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## **OBAVEŠTAJNA ANALIZA U KORPORATIVNOJ BEZBEDNOSTI**

### **S a ž e t a k**

Studija polazi od shvatanja da, s jedne strane, postoji obaveštajna analiza u korporativnoj bezbednosti u svetu, ali da se, s druge strane, ona na prostoru Republike Srbije, javlja uglavnom u državnim organima. U svrhu dokazivnja teze da je obaveštajna analiza nezaobilazna komponenta korporativne bezbednosti, u radu se analiziraju odnosi držvanog i privatnog korporativnog aspekta obaveštajne analize, od sredine sedamdesetih godina prošlog veka do novijih vremena u bezbednosnoj teoriji i literaturi. Rad autora ovog teksta, kao doprinos opštoj teoriji bezbednosti, ukazuje na to, da obaveštajna analiza nema samo one vidove koji su bili poznati u teoriji bezbednosti, kao civilna, vojna, spoljna, unutrašnja, ofanzivna, defanzivna već ona u novijem vremenu ima mnogo širu primenu u civilnoj korporativnoj bezbednosti, u nekoliko vidova, kao što su: korporativna obaveštajna analiza u statičkom smislu (*obaveštajno analitičko dokumentovanje*), korporativna obaveštajna analiza u dinamičkom smislu (*obaveštajna analitička obrada*) i korporativna obaveštajna analiza u funkcionalnom smislu (*obaveštajno analitičko skeniranje okruženja, tržišta, stvaranje bezbednosnih analitičkih prozivoda (analitičkih studija i dr.)*). U savremenoj teoriji i literaturi u načelu se ne poriče korporativnoj bezbednosti karakter zasebne bezbednosne oblasti (*ne poriče se njeno pravo na naučnu disciplinu unutar nauke o bezbednosti*) te se samim tim i obaveštajna analiza smatra delom privatne korporativne bezbednosti. Niko u naučnoj misli u oblasti teorije bezbednosti ne stoji više na stanovištu, da između obaveštajne analize u strukturama državnih organa i obaveštajne analize u korporativnoj bezbednosti ne postoji suštinska veza. Sve do početka osme decenije prošlog veka u teoriji bezbednosti su se mogla sresti (*pronaći*) razmišljanja čiji se zajednički denominator može odrediti tako što ćemo reći, ako je i postojala veza, da ona nije bila suštinska, ta veza, u stvari, bila je slučajna, štaviše „neprirodna”. Samatralo se ne samo u običnom životu već i u nauci bezbednosti da su to dve potpuno različite stvari, međutim neki njihovi aspekti se podudaraju: obe imaju za osnovni princip činjenicu, da su po pravilu bolji oni koji pobeđuju pre borbe. Pred sam kraj dvadesetog veka dolazi do zaokreta u bezbednosnoj teoriji i dotadašnja unisonost u napred iznetim pogledima menja, pa se navodi da je obaveštajna analiza nužna komponenta korporativne bezbednosti. Tada počinje organizacija seminara a kasnije i specijalističkih studija koje organizuju fakulteti. Školuju se kadrovi za obaveštajnu analizu u korporativnoj bezbednosti širokog spektra od obaveštajne analize u bankama, preko korporacija do nevladinih organizacija ili drugih tela međunarodnih organizacija u svetu. Da je osnovna podela obaveštajne analize na onu unutardržavnu (*organa čiji je osnivač država*) i onu unutar korporacija (*pri-*

*vatnu*) davno napuštena svedoče kretanja koja se dešavaju ne samo u teoriji bezbednosti, već i u stručnoj praksi mnogih zemalja, a ponajpre Evropske unije. Dakle, bez obzira na pravnu suprematiju države ona oblast obaveštajne analize u korporativnoj bezbednosti u novijem vremenu u svojim aktima, ne uređuje više jednostrano. Nalazi u istraživanju ukazuju da zaštita korporacija, njenih unutrašnjih i spoljnjih interesa sa kvalitetnim podacima je perspektiva za obaveštajnu analizu i nužnost za korporacije i korporativnu bezbednost. Nadalje, rezultati upućuju, da primena ne samo praktičnih znanja obaveštajne analize, već i njenog naučnog znanja, pruža epistemološki orijentisanu kritiku tradicionalnih tehnika koje se preduzimaju u korporativnoj bezbednosti u vezi sa analizom izazova, rizika i pretnji. Na pitanje, da li se ona može i treba razumeti samo kao oblik korporacijske špijunaže, bilo kog aspekta, kao novi koncept u teoriji i praksi korporativne bezbednosti, kao konkurentska obaveštajna aktivnost, kao jedna aktivnost ili uključuje čitav spektar različitih metoda i tehnika svrsishodnih i celishodnih aktivnosti koje se primenjuju integralno i u kontinuitetu unutar korporativne bezbednosti, dato je više odgovora u radu. Privatizacija obaveštajnih delatnosti kao nepovratni proces koji je pre nekoliko decenija zahvatio zapadnu hemisferu, u prvoj deceniji trećeg milenijuma prihvaćena je i u Evropi, u smislu da korporacije na nacionalnom i multinacionalnom nivou sistemski koriste obaveštajnu analizu ne samo radi sopstvene bezbednosti već i zbog konkurencije, a ništa manje i radi rasta kompanija i profita. Videti ono što drugi ne vide upravo je briljantnost obaveštajne analize, a znati ono što drugi ne znaju u svakodnevnom životu i obaveštajnoj delatnosti naziva se genijalnost. Ona je postala resurs koji pomaže upravljačkom menadžmentu u korporacijama da donosi pravovremene i adekvatne odluke. Istraživanje je pokazalo da je obaveštajna analiza u korporativnoj bezbednosti onaj faktor koji donosi različitost u istom i daje korporacijama prednost ne samo u vremenu, već mnogo više na tržištu i u proizvodu.

**Ključne reči:** obaveštajna analiza, korporativna bezbednost, korporacija